



CHESTERFIELD COUNTY ADMINISTRATIVE POLICIES AND PROCEDURES

Department: Human Resource Management
Subject: Creation, Reclassification and Deletion of Positions

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I. INTRODUCTION

This administrative procedure establishes policies and procedures for creating new positions and reclassifying or deleting existing positions. A position management program requires such procedures to control classification escalation and to determine the need for existing and new positions. Proper position management gives departments sufficient flexibility to accomplish departmental goals and ensures efficient utilization of County funds and equitable treatment of all employees.

II. DEFINITIONS

- A. **Classification (class)** – A group of positions that perform similar duties, require similar qualifications, and are compensated in the same salary grade.
- B. **Class Specification** – A written description of a class of positions containing the class title, class code, EEO and FLSA designations, a general statement of duties, examples of work performed, required knowledge, skills and abilities, and the minimum education and experience required for an applicant or employee to perform at a proficient level.
- C. **Position** – A group of currently assigned duties and responsibilities that requires the full-time or part-time employment of one person.
- D. **Reclassification** – A personnel action that occurs when position duties and responsibilities have changed substantially, resulting in an increase or decrease in job content points sufficient enough to cause a change in salary grade.
- E. **Reorganization** – A major change in a department's organizational structure, which results in the reclassification of three or more positions in the same section.

III. FORMS

- A. **Position Description Questionnaire (PDQ)** – A form completed by the incumbent and the incumbent's supervisor that describes in specific terms the duties, responsibilities and minimum requirements of one distinct position. The PDQ is signed by both individuals.
- B. **Reclassification Request Form** – A form completed by the requesting department and authorized by the department director/office administrator and the applicable Deputy County Administrator, which is submitted to Human Resource Management (HRM) to initiate the reclassification process of a vacant or occupied position which was not submitted in the annual budget.

Forms from departments reporting directly to the County Administrator should be sent directly to HRM by the department director/office administrator. Requesting departments and Budget and Management will be notified via e-mail that the request has been received and the timeframe for the review.

IV. CREATING A NEW POSITION

- A. **Part-Time Positions** – When a department has identified a need for a new part-time position, a memorandum requesting the position should be submitted to HRM, with a copy to Budget and Management, at least two weeks prior to advertising. The memorandum should state that part-time funds are available and must include a short summary of the position's hours, duties, requirements etc. HRM will classify the position and notify the department so a personnel

requisition can be prepared and submitted to initiate the recruitment process. A PDQ may be attached instead of including duties and responsibilities in the memorandum.

- B. **Full-Time Positions** – All new full-time positions must be authorized by the Board of Supervisors. Typically, this occurs as part of the annual budget process in accordance with Department of Budget and Management policies and procedures. Positions may also be created throughout the year by special Board action. New position agenda items will be coordinated with the Department of Budget and Management, HRM, Deputy County Administrators and the Office of the Clerk to the Board. Before Board approval, HRM will provide advice on a proposed classification for the position. After Board approval, HRM will classify the position, assign a position number, and notify the department of this information so a personnel requisition can be prepared and submitted to initiate the recruitment process. Grant funded positions should be designated as such. Departments should allow more time for creation and classification of a new full-time position than for part-time positions.

V. **PROCEDURES FOR RECLASSIFICATION**

- A. **Budgeted Reclassification** – Reclassifications occur within the context of developing annual work plans and budgets. Prior to the annual budget process, each department should internally review all full-time positions to determine the extent of any changes in the past fiscal year and projected changes during the current fiscal year. In the event a department director/office administrator believes that the duties and responsibilities of a position have changed or will change under the proposed budget sufficient to justify reclassification of that position, the department should fund such a reclassification within the budget process, in accordance with Department of Budget and Management policies and procedures. Reclassifications funded in the budget still require study by HRM to assign the proper title and salary grade once the budget has been approved. HRM staff will advise departments on classification levels, if desired.
- B. **Year Reclassification of Vacant Positions** – On occasion, a department may make significant changes in a vacant position during the fiscal year, which the department could not anticipate at the time the proposed budget was adopted. When this occurs, the department should ensure the position is appropriately classified prior to advertising. The department director/office administrator should complete a Reclassification Request Form, attach current and proposed organizational charts and an updated PDQ and forward the entire package to the Deputy County Administrator responsible for that department. If the Deputy County Administrator supports the study request, it is forwarded to HRM for study. Only vacant positions and positions identified by HRM as impacted by changes to vacant positions may be reclassified outside of the annual budget process. Classification studies are generally processed on a first-come-first-serve basis, unless special circumstances warrant immediate study upon receipt of the request. If reclassification of a vacant position results in changes to other positions, they may also be reclassified at this time. Upon receipt of a study request, HRM will respond to the request by acknowledging receipt and providing an estimate of when the study will begin.
- C. **Reclassifications Outside the Annual Budget Process** – If an employee has occupied a position and performed the new duties and responsibilities for a minimum of six months and substantial changes have occurred since the budget process, departments may submit a request for reclassification. Requests outside the annual budget process will be reviewed on a case-by-case basis.
- D. **Maintenance of Classification Program** – As part of its on-going maintenance of the County's classification program, HRM, in cooperation with the impacted departments, will periodically initiate audits of classifications that have not been reviewed recently, or where there appears to be a need for review. Upon request, HRM in conjunction with Budget and

Management will also advise departments on changes in organizational structure and redistribution of duties.

- E. **Approval Process** – HRM staff will complete all necessary desk audits, interviews with department management, assignment of points and other analysis, before meeting with the department director/office administrator, or designee, to discuss the study findings. Recommendations will then be forwarded to the HRM Director for approval. If the reclassification involves a reorganization in any department or positions in the HRM department, the recommendations will be forwarded to the County Administrator for approval. If a reclassification is approved, the department will be notified by HRM and a personnel action form must be submitted to HRM for processing. A personnel action form is not required for changes to vacant positions.
- F. **Impact** – Reclassifications are effective the first day of the pay period in which approved, unless otherwise noted in the study report, attached comments or the annual budget. An employee's merit date does not change as a result of a reclassification. When a position is reclassified to a higher salary grade, the incumbent is eligible for a 5% increase to base salary, or increase to the minimum of the new salary range, whichever is higher. Such increases are not available to probationary employees unless the employee's current salary is below the minimum of the new range. Employees may not receive two reclassification increases within a 12-month period. Department directors/office administrators may request in writing that the 5% increase be withheld because of equity of performance issues, or any other departmental concern, provided the incumbent's salary is within the new salary range.

VI. DELETION OF EXISTING POSITIONS

- A. **Loss of Funding** – HRM should be notified immediately by the Department of Budget and Management or the affected department if a position becomes unfunded due to a budget change, loss or expiration of a State or Federal grant, or for any other reason. HRM records will be updated to indicate the position exists, but is currently unfunded. Reallocation of an unfunded position to another department requires County Administrator approval and is coordinated through HRM. Once the position has been reallocated, the receiving department must submit a new PDQ to HRM so it may be appropriately classified.
- B. **Permanent Deletion** – HRM should also be notified immediately by the Department of Budget and Management or the affected department if a position is being permanently deleted for any reason. In this case, the position ceases to exist and will be removed from the Table of Authorized Positions and cannot be funded or utilized at a later date. The County's Reduction-in-Force procedure (Administrative Procedure #6-15) is applicable to all employees occupying positions that lose funding, or are permanently deleted.

VII. RECORDKEEPING

HRM shall maintain files containing a PDQ for each existing full-time position and a class specification for each full-time job classification.

HRM is responsible for providing a monthly report of approved reclassifications to Budget, the Deputy County Administrators and County Administrator.

Departments are responsible for updating position description questionnaires for all full-time positions on a regular basis, retaining a copy, and submitting the original to HRM. Departments are encouraged to do the same for part-time positions, but are not required to do so.

HRM is responsible for assigning and maintaining position numbers and all other aspects of position control.

POSITION DESCRIPTION QUESTIONNAIRE

NAME: _____ **JOB**

TITLE: _____

DEPARTMENT: _____

DATE:

PHONE NUMBER: _____

POSITION

NUMBER: _____

IMMEDIATE SUPERVISOR: **Name:** _____

Title: _____

MAJOR FUNCTION: Briefly state your job's overall purpose in one or two sentences highlighting the general function or duty for which your position is responsible.

SPECIFIC DUTIES: Starting with the most important, list all the duties you perform. Be specific. State the frequency, i.e., daily, weekly, occasionally, and the approximate percent of time spent. Indicate in the last column if the duty is an "essential function" of the position. Consult Human Resource Management for definition of essential function.

<u>Duties</u>	<u>Frequency</u>	<u>% of Time</u>	<u>Essential Function</u>
1.			

FINANCIAL MEASURES: Indicate financial data related to areas primarily affected by your job (state all figures on an annual basis), e.g., total base payroll of staff supervised, budget, capital expenditures, accounts payable or receivable, volume of transactions, etc.

REPORT PREPARATION: Describe the nature, use, and frequency of reports you prepare.

EQUIPMENT OPERATION: List equipment you must operate as part of your job and the percentage of your total working time spent on each.

CONTACTS: List the name and title of persons in other departments and outside the organization you are required to contact and/or work with. **Specify frequency and purpose.**

WORK DIRECTION: If you have responsibility for providing work direction to others, including distributing and reviewing work, then list by name and title and provide a short description of the work they perform.

SUPERVISION: In addition to work direction, do you have responsibility for selection of personnel, appraisal of performance, and disciplinary actions? Yes ___ No ___ Please describe and specify by name and title. Indicate whether each employee is full or part-time.

EDUCATION, TRAINING AND EXPERIENCE REQUIRED: What is the minimum level of formal education and prior experience required to do your job?

KNOWLEDGE, SKILLS, ABILITY: What knowledge, skills and abilities are necessary to perform your job at a proficient level?

JOB COMPLEXITY: Describe the scope and complexity of your position. (i.e. tasks are straight forward and recurring; position requires some analysis and the ability to interpret data and make recommendations; or position requires continual analysis and interpretation with the ability to plan, develop and implement various projects).

OVERALL IMPACT: Describe your job's impact on the entire County relative to other jobs. Consider your specific management, administrative, and professional responsibilities. (i.e. minimal impact on the County's resources and services both internally and externally; moderate impact; or major impact through individual actions or decisions involving significant changes in policy, programs, new services, asset/liability management, etc.)

DECISION-MAKING: Describe the level of decision-making required of your position. Consider the extent and closeness of supervision received. (i.e. work tasks are carried out according to specific guidelines or procedures and most decisions on non-routine matters are subject to supervisory approval; general instructions are provided and only unusual situations are directed to the supervisor; or work requires sole decision-making in unprecedented situations)

SAFETY: Describe the level of risk to physical health and safety associated with your position. (i.e. little or no risk; moderate risk; or significant risk) Please specify the type of risk (e.g. toxic material, assault and battery, communicable disease, etc.)

PHYSICAL/SENSORY DEMANDS: Describe the physical and/or sensory demands normally required by your position. (i.e. no special physical/sensory demands; moderate physical/sensory demands; significant physical/sensory demands) *Physical demands are characterized by activities such as sitting or standing in one position without choice or variety. Sensory demands are characterized by activities such as viewing of a computer screen and/or using hands or fingers in activities requiring fine coordination or dexterity.*

SERIOUSNESS OF ERROR: Describe the opportunity for making errors, the degree to which work is checked and the probable effects of errors on the organization for your position. (i.e. errors are readily detected and cost of correction is negligible; errors are confined to a single department, are not always detected, and considerable time and money may be involved to make corrections; or errors cause inaccuracies in reports or records pertaining to numerous departments and have significant internal/external implications)

ADDITIONAL INFORMATION: List any information not included in your previous answers that would help someone to understand your job better.

SIGNATURE

DATE

Request for Reclassification

Position Number:		Incumbent:	
CURRENT			
Class Title:	Class Code:	Grade:	
PROPOSED (Optional)			
Class Title:	Class Code:	Grade:	
JUSTIFICATION: Description of duties and responsibilities which have changed substantially 			
HOW LONG HAS THE INCUMBENT BEEN PERFORMING THE NEW/CHANGED DUTIES WHICH BROUGHT ABOUT THIS REQUEST? 			
PLEASE EXPLAIN WHY THIS REQUEST WAS NOT INCLUDE IN THE ANNUAL BUDGET PROCESS. 			
BUDGETARY IMPACT: 			
OTHER COMMENTS: (e.g., impact on other staff, future changes, etc.) 			
Attached are revised position description questionnaires and current and proposed organizational charts.			
_____ Department Director Date		_____ Deputy County Administrator Date	

SUPERVISOR'S SECTION

1. What do you consider the most important duties and responsibilities of this position?

2. What do you consider to be the minimum training and experience required to perform this job at a proficient level?

3. What skills do you consider to be most critical for this position?

4. Indicate any additions or corrections you would make to the employee's statements.

SUPERVISOR'S SIGNATURE DATE

IMPORTANT: Significant differences between the supervisor's view of the position and the employee's view should be discussed and resolved prior to submittal of the questionnaire.